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# NORTH TORONTO COMMUNITY CENTRE WORKING COMMITTEE

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## FINAL CONCEPT STAGE REPORT

January 29, 1986

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# INTRODUCTION AND EXECUTIVE SUMMARY

## Background

At its meeting on January 18, 1985, City Council officially appointed the North Toronto Community Centre Working Committee as the formal community reference group for planning this centre. Our work programme and activities closely conform to the procedures for future development of City-funded recreation and community centres set-out in the Final Report - Community Task Force on Neighbourhoods, Social and Recreational Services as adopted by Council in July, 1982. Pursuant to these guidelines, we submitted for Council's approval a Needs and Resources Assessment Report in June, 1985.

In adopting that report, Council accepted the need for a new community centre in North Toronto at Eglinton Park and agreed in principle to funding the capital costs involved subject to a further concepts report. This summary and the main text with appendices provide a more fully detailed set of proposals for programming, site and building and management aspects of the new centre in furtherance of our mandate.

## Process

Subsequent to Council's adoption of our needs and resources assessment last June, three sub-committees were struck. These groups were composed of a mix of interested community volunteers and experienced professional workers. They were ably assisted by staff from the City Departments of Parks and Recreation and Planning and Development. They all met on a biweekly basis continuously from last June to this January. Besides their own deliberations and original research, they collectively toured and/or interviewed staff from fifteen existing community and recreation centres in developing their proposals.

The Programme Development Sub-committee was charged with the overall task of developing a preliminary programme portfolio consisting of a mix of recreational, community and social service activities and their related space requirements. Sub-tasks were to distinguish between activities best offered at a central facility and ones more appropriately housed elsewhere and between core and supplementary programming.

Our Site and Building Sub-committee assumed responsibility for selecting the optimum siting of our facility in Eglinton Park and for developing the groundwork for a building plan including cost estimations. As part of their work they conducted a detailed site analysis and examination of site constraints and opportunities, assessed the issues of access, parking demand and related development issues, and began to discuss initial design performance criteria.

Reviewing available management options, assessing community expectations and capacity for responsible participation in centre operations and developing a workable management model was the job given to our Management Sub-committee. As well, they were required to review the procedural and coordination issues related to our programming recommendations and proposed physical plant and to estimate operating cost implications for the City.

We have always recognized the local neighbourhood's legitimate concerns regarding existing and anticipated traffic, parking and noise problems. To this end, we supported the creation of a Community Impact Study Group which Council approved in October, 1985. This group is composed of and chaired by local residents from streets surrounding Eglinton Park, assisted by staff from the Departments of Public Works and Planning and Development. As they, with the best of intentions and commitment, could not report on their problem-solving efforts until June, 1986, we are deliberately holding open some of the physical planning aspects until that time.

In continuing our open, consultative process with the North Toronto Community, public meetings were held on October 9, 1985 and January 16, 1986. All of the material before you today was presented verbally and graphically and a frank discussion was encouraged. In total, over 300 people participated in these sessions. As much as we felt possible and reasonable, their suggestions and criticisms were used in developing our recommendations. While we could never have fully pleased all these individuals, we believe these proposals to be in the best interests of our community.

## Report Format

Our report's main text and the following summary is organized under the four main headings of Programme, Building, Management and Future Activity plus our recommendations. The Appendices contain some further research details plus the full statement of the seniors centre and daycare centre proposals. I should emphasize that what we are presenting here are concepts for all key aspects of the centre so that Council can confirm or modify the direction and content of our planning. Subsequent to Council's adoption of this report, our real work on refining and overseeing the implementation of this scheme begins.

## Programme Summary

Our needs and resources assessment documented this community's need for a multi-service centre open all day, year round. Optimally, this facility would combine leisure/recreational and supportive/developmental programmes for people of all ages and stages of life. We see this centre as accommodating two basic

types of activities - those permanently located at the site and those conducted there under a range of permit options.

The centre-based programmes will consist of three main components. There will be strong core of recration and community activities. High quality, free City Recreation activities will cover the full range of physical, fitness, aquatic, adaptive, arts and crafts, family and children's and instructional/developmental offerings. Relocation of the office and operations of our local social planning organization, POINT (People and Organizations in North Toronto), will both provide on-site workshops and group sessions on issues of interest to our community plus a connection to other local agencies and organizations. This we hope will be supplemented by a community information service to connect people to in-centre and community services and events.

A second, very exciting development will be a seniors centre. This semi-autonomous operation will deliver a comprehensive package of recreational, educational, basic health and nutrition and cultural activities on a daily basis. A central principle of this centre will be the direct involvement of the seniors in programme planning and delivery. Of course, the seniors will have access to the facilities and programmes contained in the main centre as well.

Thirdly, we propose that a licensed daycare centre for infant, toddler and preschool children compromise another "wing" of this facility. Besides addressing the unmet demand for quality, affordable daycare in North Toronto, the immediate presence of the daycare offers many options for intergenerational and whole family programming.

Programmes and activities under permit supplement and enrich these core programmes. We propose a new permit option which for example will allow groups such as community agencies to schedule use of space on an annual basis subject to ongoing review. Inability to achieve secure, part time "tenure" was a frequent programme delivery complaint during our earlier research. The usual seasonal (4 month) permits would accommodate shorter term users such as sports leagues, tax and legal clinics and issue-related series or workshops. Finally, special events permits would open our centre up to festivals and annual general meetings of local organizations.

In order to accommodate the abovementioned range of programming and also to meet documented facility deficiencies, we developed specific space requirements. The core community recreation centre will consist of: an indoor 25 meter pool plus wading pool, a regulation size gym, a multi-purpose room, rooms for meetings, weight training, fitness, arts and crafts, pre-school children's programming, games and music, a kitchen, offices for centre and visiting staff plus POINT, a snack bar and several storage rooms.

The seniors centre should consist of large and small programme rooms, a dining room, a demonstration kitchenette, health rooms, washrooms, an office and reception area and a shared-use outdoor patio. Finally, the daycare centre would include sleep and play areas for the infant, toddler, and pre-school children, washrooms, an office and isolation room, storage and reception and cloakroom. Access on a scheduled basis to the core kitchen is required by both the seniors and daycare centres. Some reciprocal community access to their spaces is also planned.

While no longer formally part of our planning mandate, we would be remiss if we failed to mention our interest in both the Third Floor Community Centre (Mount Pleasant Road at Eglinton Avenue) and the former Learning Resources Centre (Spadina Road at Eglinton Avenue). Continued community access to and programming in these two centres are key premises to our plans for the centre in Eglinton Park. We would hope that Council will actively support the Third Floor's efforts to renegotiate its lease at Eglinton Public School. Our planning for the central facility carries the expectation that their community and social service activities continue. As for the Learning Resources Centre, we recommend that the City build upon and extend its programme offerings in the areas of community arts and cultural programming. This site is well suited physically and locationally for a smaller central facility.

Site and Building Summary

This Sub-committee established a two-part work programme. Given the major neighbourhood concerns with existing traffic, parking and noise problems plus a concern to minimize the loss of green space, careful siting on Eglinton Park was the first priority. Work on total space requirements, building massing and cost estimation followed as detailed programme and space requirements were developed. As previously mentioned, detailed design performance criteria and statements on building layout and access points are left somewhat open to allow for input by the Community Impact Study Group in June.

A starting premise was that the new facility should be designed and sited so as to preserve the maximum amount of green space, relate well to existing facilities in the park, and minimize any impacts on the surrounding neighbourhood. Eglinton Park was selected as the prime site because of its central location, ease of transit and high visibility. Constraining factors affecting siting are: large, heavily used open space; abutting residential buildings on all boundaries and concerns re visual aesthetics and spill-over effects; the steep slope along the western edge; and the existing features of the site. The latter (the arena, parking lot, outdoor pool and ice rinks/tennis courts, and viable trees) were taken as givens. After extensive discussion, it was determined that the most appropriate location for the centre was

at the very southern edge of the park integrated with the outdoor pool.

Upon receipt of the Programme Sub-committee's net activity space requirements, calculations involving the addition of non-programme space (eg. corridors, mechanical rooms, interior walls) and layout efficiencies were undertaken. In total, the North Toronto Community Centre gross floor area is estimated at 60,236 sq.ft. (5596 sq. metres) for the core community centre, 4,400 square feet (409 sq. metres) for the daycare centre and 4,500 square feet (418 sq. metres) for the seniors centre. Taking advantage of the grade differences on site, a two storey facility can be built which will blend in with other features and with the overall panorama of the park.

Before dealing with estimated construction costs and capital funding requirements, several design points should be recorded. Final access points and entrances will be determined after the Community Impact Study Group reports in June, 1986. In any event, it is our feeling that the existing parking lot and its access are a problem. This lot should be supervised by the City and several avenues explored for relocation or supplementing this capacity, but only with access off Eglinton Avenue. The inclusion of a daycare centre presents interior design complexities and exterior access/drop-off problems for an already complex facility but is achievable. Finally, as we discuss later, the seniors centre must be built to a set budget; area figures are approximate and conditional upon further discussions with the funder.

In estimating construction costs and funding requirements, a figure of $80 per square foot was used. We believe this to be realistic in terms of 1986 construction costs allowing for an efficiency factor of 100% and a reasonable contingency allowance. The core facility we would estimate would cost $4.82 million from the Parks and Recreation Departments capital budget for 1988-89. The seniors centre is to be funded by the Donald S. Cameron (formerly Second Mile) Foundation to a total figure of $400,000 all costs and inflation included. The full proposal is in Appendix I provides details on the raising of these funds. Finally, we are requesting that $352,000 in additional City funds be provided for the construction of the daycare centre as part of this project. Again, a detailed proposal is contained in Appendix II.

Management

The balance we are attempting to achieve here is between maximizing informed community participation in centre decision-making and the smooth and efficient delivery of a wide range of services and the operation of a complex physical plant. Some key management priorities are: flexibility and responsiveness to community needs; community control; assurance of reliable, ongoing

operational funding; free quality core recreational programming; accessibility for community and social services activities; and assurance of a conflict resolution mechanism for the several management bodies on this site.

It is our recommendation that the North Toronto Community Centre be managed and operated by the Department of Parks and Recreation given the Department's proven track record of providing high quality community recreation programming and its expertise in efficiently operating complex centre facilities. In recognition of the strong voluntary and organizational skills present in our community, we propose that the advisory council structure and mandate be expanded to what we describe in the text as a Citizens Community Council.

Other proposals are geared to our plans for addressing existing programme needs and site problems. Firstly, we propose adding a long term (annual) permit to the existing community use of space options. This is specifically to allow for year-round, recurring use of space by community and social service agencies and/or for enhanced recreation activities. As the new centre itself is actually a three part entity (core recreation, daycare and seniors centres),various contractual agreements and cross-representation mechanisms need to be explored. Finally, the operations of this new centre, the park including outdoor pool and ice rinks/tennis courts, and the arena would be overseen by separate management bodies. We propose that this situation be reviewed after two full years of centre operations.

Being keenly aware of the tax burden that ongoing operating costs represent for the City, our plans have attempted to minimize these. The proposed seniors centre and daycare centre will be independent operations, though with some provision of Recreation and Public Health - northern Health Area staffing for the former. Some of the programming in the core facility will be run by non-City agencies and organizations on a free or cost recovery only basis.

At the bottom line, however, core centre programme and building operations costs were estimated based on comparisons with similar sized recreation/community centres operated by the City. Costs including permanent and casual staff salaries and benefits and material supplies will total $468,530 for the first year of operations (1986 dollars). Non-recurring equipment and furnishings costs are estimated at $69,875. Annual building energy costs are predicted to be around $50,000.

Future Activity

Given the extreme community interest in this project and the immense success of the participatory planning process to date, we feel our mandate ought to extend through to the opening of the new

centre. The North Toronto Community Centre Working Committee would continue to function as the key local reference group and decision-making forum. As the next phase of planning centres on detailed design and implementation work, new Sub-committees will be required. We have been discussing the structural changes for some time now. It will also be appropriate at this time to open up some Working and Sub-committee positions for new participants. We assume that support staff from both the Parks and Recreation and Planning and Development Departments would continue.

The two new Sub-committees would be Design and Operations. The Design Sub-Committee's terms of reference would include preparing design performance criteria, assisting in the selection of an outside architect via a limited competition, auditing the preparation of design schematics and working drawings, and monitoring construction. They would also liaise closely with the Community Impact Study Group in the development of their report. The Operations Sub-committee would work to refine the management structure and space permitting policies, to oversee the final negotiation of contractual agreements respecting the seniors centre, develop and implement a proposal call procedure for the selection of a daycare centre operator, and to conduct further programme preference research leading to an initial activity schedule.

Impact Study Group

To date the Community Impact Study Group has centered its discussions on parking. Considerable data has been collected regarding the existing parking situation. In addition, the Parking Authority of Toronto has agreed to do an in-depth study of parking demand in the area and will present the results to the Study Group at the end of March. Final recommendations on parking will not be formulated until this study is completed.

Further tasks for the Impact Study Group involve looking at various potential access points to the new community centre, analysing their impact on traffic flows, and making recommendations as to the most appropriate location for access. Noise emanating from the park and surrounding commercial uses will also be considered by the Study Group. The report and recommendations of the Community Impact Study Group will be considered by the Neighbourhoods and City Services Committees of City Council after it has been presented to the North Toronto Community Centre Working Committee.

Recommendations:

1. That Council approve the programme, building and managements concepts for the North Toronto Community Centre as contained in this report.

2. That Council approve a projected capital budget allocation of $4.8 million (1986 dollars) for construction of the core community recreation centre.

3. That approval of the core centre capital funding iclude phasing in equal amounts over the 1988 and 1989 fiscal years.

4. That Council approve the inclusion of a seniors centre as an integral but separate component of the community centre to be funded by the Donald S. Cameron Foundation to a limit of $400,000 and authorize the Working Committee in conjunction with the appropriate City Officials to negotiate the necessary legal agreement and to report back.

5. That the Commissioner of Parks and Recreation be authorized to negotiate a shared-use agreement with the Donald S. Cameron Foundation which will include but not be limited to such items as maintenance and energy costs and sharing of space.

6. That Council endorse the principle of allocating the necessary administrative and professional support to the Seniors' Centre and that the appropriate City officials report back on these details.

7. That Council endorse the principle of a management structure for the Seniors' Centre which ensures the maximum participation in decision-making by the older adults and that the Commissioner of Parks and Recreation report back on these details.

8. That Council approve the proposal for inclusion of a licensed daycare centre as an adjunct to the central facility and provide an additional $352,000 in capital funding for construction of same in its 1988 fiscal year and deem this to be in the municipal interest.

9. That Council formally extend the mandate of the North Toronto Community Centre Working Committee as the formal community centre planning body until the opening day of the proposed centre as set out in this report.

10. That Council approve the selection of an outside architect by means of a limited design competition based on performance criteria developed by the Working Committee in conjunction with the Departments of Parks and Recreation and City Property.

11. That Council authorize the Working Committee to develop guidelines for the selection of an independent daycare centre operator in consultation with the appropriate City officials and to report back by June, 1986.

## PROGRAMME SUB-COMMITTEE REPORT

### Background

The Programme Sub-Committee was established in June 1985 with the mandate to investigate the following areas and report back to the Working Committee:

a) To further research programme needs identified in the needs assessment report and to develop a programme portfolio.

b) To determine space and equipment requirements to facilitate these programmes.

c) To address facility deficiencies in the North Toronto area.

The Sub-Committee, chaired by Sue Pielsticker, also a member of the Working Committee, consisted of 13 local resident volunteers and four representatives of local community agencies. Assistance and organizational support was provided by staff from Parks and Recreation and Planning and Development Departments.

### Needs Assessment Framework

The prior work of the Needs Assessment Sub-Committee established a framework on which this Sub-Committee work is based:

a) That the proposed Community Centre should complement existing services and facilities and address the major unmet demands for quality programming space. An information service would help provide a community focal point and link the Centre and its programmes to other local organizations.

b) The Community Centre would be a fully accessible, multi-purpose facility offering a mix of structured and unstructured programming on a year round basis. Programming would be a mix of leisure, recreation activities and supportive or developmental programmes.

c) Specific proposals to be explored were a comprehensive Seniors Centre, licenced Day Care, integrated programming for people with special needs, cultural and arts activities and programming for teens.

d) The Centre would consist of at least a 25 metre indoor pool, a regulation gym, one or more multi-purpose rooms, office space and a resource/information service.

### Sub-Committee Work Programme

The Sub-Committee developed a work plan to explore further the implications of prior demographic research, review the information

gathered at deputation and outreach meetings and examine facility surveys in order to define proposed programming and facility requirements.

The Sub-Committee formed a number of sub-panels to research the following areas:

(i) Teens - an extensive survey of various teen groups was conducted which, along with input from our teenage committee members, provided a summary of activity preferences and styles.

(ii) Seniors - a series of planning sessions was held with representatives from the Donald S. Cameron (Second Mile) Foundation, Second Mile Club, Public Health, Parks and Recreation and Planning and Development Departments and a number of sub-committee members. This group has developed a proposal for a comprehensive Seniors Centre as a component of the Community Centre, including significant non-City funding.

(iii) Children - this sub-panel defined programme ideas for children and families. A major effort went into developing a proposal for a licenced Day Care Centre as an adjunct to the main facility.

(iv) Culture and Arts - this group divided its time between developing a reasonable activity and space package for the main Community Centre and in addition, making recommendations for the redevelopment of the former Learning Resources Centre (666 Eglinton Avenue W.) with a focus on cultural and arts programming.

Tours of 15 Community and Recreation Centres were undertaken to study the existing use of programme space and generate ideas and concepts that would be suitable for North Toronto needs. The tours also served to educate and develop the volunteer members' understanding of the operation of community facilities.

Plans for a neighbourhood programme preference survey and a preliminary attempt at space-activity scheduling were also undertaken. These tasks clarified the Sub-Committee's thinking on concurrent programming and were valuable preparations for the next phase of work.

Programme Description

The Sub-Committee identified two components of programming which may take place at the Community Centre.

1. Centre-Based Programming

This component is comprised of those activities which are based in the Centre on a permanent, year round basis and give the Centre its basic identity and visibility.

a) Recreation and Community Service

The needs assessment report identified a number of leisure/recreational needs which currently are not being met. The proposed Centre could address these needs through a variety of programmes and activities.

i) Core recreation activities which can be generally categorized as:

- physical such as basketball, gymnastics, floor hockey.
- fitness including aerobics, dance, yoga, martial arts.
- aquatic such as recreational/unstructured swim, aquafit, water safety and competitive swimming.
- adaptive including stroke recovery and special needs programming.
- arts and crafts such as pottery, sewing, children's crafts.
- family and children programmes such as Kindergym, Parent 'n Tots.
- instructional/developmental including teen leadership, sports clinics, first aid/C.P.R.

ii) P.O.I.N.T. Office - relocation of its core office to the Community Centre will give greater visibility to this planning body.

iii) Information Service. The need to provide general community information on existing services as well as in-Centre activities is required. As part of its current long range planning, P.O.I.N.T. is considering its ability to operate this component of the Community Centre.

b) Seniors Centre

The population statistics, outreach and deputation information suggest a need for a free standing Seniors

Centre in North Toronto. The development of a Community Centre provides a unique opportunity to initiate some intergenerational programming as well as a shared use of community space. The central concept is to provide under one roof a comprehensive range of recreational, health, educational and cultural activities. The complete proposal is attached as Appendix I. The key programme elements include:

i) Health promoting activities designed to maintain seniors as active independent individuals with an accent on self-help and caring. Actual programmes will include recreation, fitness, crafts, educational and social activities.

ii) A Basic Health Care Services component will focus on self-care and health monitoring. This could include stress management, nutrition, podiatry, vision and hearing testing and personal counselling.

While having a core administration component like an independent agency, the Seniors Centre will also use staff and programme resources from the Second Mile Club and the Departments of Parks and Recreation and Public Health Northern Health Area.

c) Licenced Day Care Centre

Attached as Appendix II is the complete Day Care proposal. The concept is to build a licenced Day Care physically integrated with the Community Centre but operated as an independent, non-profit service. Criteria for the selection of the operator are set out in the schedule. Construction of the Community Centre offers the opportunity to develop a quality Day Care facility which would address the expressed needs of families in North Toronto. The Sub-Committee's research has identified waiting lists of over 300 children (50+ infant) for Day Care. There are basically no other available and affordable sites in North Toronto as schools and churches are being fully utilized. The proposal would offer Day Care for 49 children (10 infant, 15 toddlers and 24 pre-school).

2. Programmes/Activities Offered Under Permit

In addition to programming undertaken by groups based in the Community Centre, the facilities are intended to accommodate local organizations' programming of varying frequency. The lack of adequate space available for community use, especially during the day, has been well documented. Potential activities may be structured as follows:

(i) Long term permits would provide groups requiring the security of annual scheduling of space to plan their activities. Such programmes might include regular permitting of the gym and pool by groups serving people with special needs or public health workshops on parenting and stress management for the general community held in the multi-purpose room. This feature is further described in the Management Sub-Committee section.

(ii) Seasonal permits would be provided for use by community groups or agencies planning programmes of several weeks or months in duration. This type of permitting has been successfully used throughout the City's Recreation Centres. Examples may include community house leagues, tax and legal clinics, workshops and first aid courses.

(iii) Special event permits would include events such as community festivals or annual meetings of local resident associations.

Space Requirements

In order to accommodate the preceding programme portfolio and to provide needed community facilities as identified in the earlier needs and assessment report, the Sub-Committee developed a detailed set of space requirements. A more detailed description of rooms, dimensions, built-in features and equipment is set out in the attached Appendix III.

1. Community Recreation Centre

The core Community Recreation Centre would include the following elements:

| ROOM | POTENTIAL USES |
|---|---|
| Regulation Gym | Sports, large fitness classes, dances, banquets. |
| 25 metre indoor pool, diving area and a wading | Instructional and recreational swimming, aquabics, synchronized |

| | |
|---|---|
| pool | swim, infant swim. |
| Multi-purpose room sub-divided | Meetings, workshops, social and recreational activities. |
| Weight Room | Recreational and instructional weight training and exercise. |
| Fitness Room | Fitness classes, martial arts, dance training, ballet, yoga. |
| Meeting Room | Committees and organizational meetings, workshops, clinics. |
| Craft Room (2 stage) | Pottery, ceramics, painting, sewing, kids crafts, kiln work. |
| Kitchen | Cooking instruction, meal preparation for seniors and Day Care, banquets. |
| P.O.I.N.T. Office | Organizational headquarters. |
| Lobby | Meeting and socializing area, information desk and material, art displays. |
| Gamesroom | Table and board games, lounge area for teen and adult use. |
| Snack Bar | Servery to allow for light refreshments at special events, etc. Provides a welcoming environment. |
| Pre-School Room | Parent 'n Tots programme, concurrent children's activities. |
| Centre Offices | Centre Co-ordinator, recreation staff, other programming staff. |
| Storage | Central storage for large items, tables and chairs, etc. Individual lockable storage in programme rooms. |

2. Seniors' Centre

This exclusive use component would be a self contained unit accessible from the main Centre's lobby. Community use of this space will be available at off programme hours upon approval by the Seniors' Centre Board.

| ROOM | POTENTIAL USES |
|---|---|
| Large programme room | Crafts, speakers, social events. |

| | |
|---|---|
| Small programme room | Meetings, courses. |
| Dining area with demonstration kitchen | Shared meals, cooking instruction. |
| Health rooms | Basic health care, check ups, counselling. |
| Centre Office | Centre director, support staff. |
| Reception Area | Socializing, information displays. |
| Semi-private outdoor patio | Socializing, recreational games, etc. |
| Washrooms, storage | Fully accessible. |

3. Licenced Day Care

The second exclusive use component would be a licenced Day Care Centre which would consist of the following components as required by the Day Nursery Act. A portion of this space could be permitted for compatible community activities at off-programme times.

ROOM

Infant sleep room and changeroom
Toddler sleep room and changeroom
Pre-school sleep room and changeroom
Staff office and isolation room
Reception area and cloakroom
Storage
Children's washrooms
Fenced outdoor play area

The Day Care Centre will also require scheduled access to the main kitchen and staff workroom.

4. Other Sites

As part of the programme planning exercise, the Sub-Committee examined the existing and future use of both the Third Floor Community Centre located at Eglinton Public School and the former Learning Resources Centre located at 666 Eglinton Avenue West. While it is no longer part of the Sub-Committee's mandate to make recommendations concerning these facilities, the Sub-Committee has developed its programme proposal for the North Toronto Community Centre based on the assumption that a co-ordinated and complementary programme will exist among these facilities. Several recommendations

for the use of the 666 Eglinton facility as a cultural and arts Centre are set out in Appendix IV.

# NORTH TORONTO COMMUNITY CENTRE

## BUILDING AND SITE SUB-COMMITTEE REPORT

### Background

The building and Site Sub-Committee was established in June 1985 with the mandate to investigate the following areas and report back to the Working Committee:

a) To prepare a site analysis to examine site opportunities and physical constraints such as orientation and linkage to existing facilities, access, parking, noise attenuation and impact on open space;

b) To develop a design concept taking site concerns and programme space requirements into account; and

c) To prepare a preliminary cost estimate for the proposed facility and site improvements.

The Sub-Committee, chaired by Mike Muller, a member of the Working Committee, with Andris Roze as co-chairman, consisted of 14 local resident volunteers with support from staff of the Parks and Recreation, and Planning and Development Departments.

A two-part work plan was established. First, the site analysis was prepared to determine locational constraints and siting opportunities at Eglinton Park and to assess impacts of the proposed building. Second, the preliminary space requirements of the Programme Sub-Committee were used to develop relationship diagrams and initial building layouts. The resulting gross floor area was used in the preliminary cost estimate.

### Site Analysis

1. Site Location

   The site, Eglinton Park is central to North Toronto; however, it offers a high level of constraints and local impacts to the design and construction of a facility of this size. The Sub-Committee reviewed and re-affirmed the selection of Eglinton Park as the Site and considers that through careful planning, a workable design solution can be achieved.

2. Building Location

   The following constraining factors affect the location of the building within Eglinton Park:

   - the large heavily used open space;

- the backyards of residential buildings adjacent to and forming the side boundaries of the park;
- the steep slope at the west side of the park; and
- the existing facilities.

Certain existing elements in Eglinton Park were considered as "given" during the site analysis:

Parking lot and vehicle access at
Orchard View Boulevard
North Toronto Memorial Arena
Skating rinks/tennis courts
Outdoor pool, and
Certain trees such as Elms, etc.

The North Toronto Memorial Gardens building was seen as being removed and the existing parking lot north of the arena was seen as being kept at its present size or relocated. This analysis presented the Sub-Committee with several siting options, each of which has its own impacts on the community. Two maps are attached outlining the site constraints and siting options.

3. Access

Access to the site affects the community and therefore, must be co-ordinated with the Community Impact Study Group. The Sub-Committee agreed that the existing access at Orchard View Boulevard is poorly located, hazardous and the source of noise and local traffic impacts. Vehicular access to the Community Centre could be achieved at the southeast corner of the park. The Sub-Committee felt that any new access should not be connected to the existing one at Orchard View Boulevard. A turning circle near this access could provide a drop-off to the building. Another drop-off point could be built by adding a curb lane to Eglinton Avenue, west of the outdoor pool.

4. Parking

Parking for the Community Centre cannot be achieved within the given Budget. The Sub-Committee feels, however, that a minimum number of parking spaces should be provided for seniors and disabled persons.

The existing parking lot is the source of much noise and disturbance on the local community; it is used by commuters, local office workers, shoppers and those going to nearby entertainment (parking in the Yonge/Eglinton area has been decreasing steadily); and it occupies valuable open space that could be used for recreation. The lot should be controlled and supervised by the City and limited in its hours of operation.

An alternative would be the elimination of the existing parking lot to create more valuable parkland. Capital funds could be made available to take advantage of the opportunity to provide grade level parking underneath the proposed new building.

The Sub-Committee felt strongly that any parking and access to it, whether existing or new, must not impact on the neighbouring properties.

Integration with Community Impact Study Group

The problems of some of the existing facilities as expressed by the local community are to be dealt with by the Community Impact Study Group. Their recommendations regarding access, noise, attenuation, parking, etc., prepared in conjunction with this Sub-Committee, must be reflected in the final design. Sources of noise and disturbance are the parking lot, the Memorial Gardens and the skating rinks. The skating rinks also shed a large amount of glare onto the neighbouring apartment building affecting a large number of people.

Conclusions

1. The proposed Community Centre building can and should be located at the south end of Eglinton Park integrated with the outdoor pool along Eglinton Avenue.

2. The building should be designed and sited so as to preserve the maximum amount of usable park space and minimize any impact on the surrounding community in terms of traffic, noise and visual aspects.

3. The Community Centre building should have a gross floor area of approximately 60,236 square feet (5,596 square metres) on two levels. This area can accommodate the space requirements listed by the Programme Sub-Committee depending on the final design.

4. The budget for construction, design fees, contingencies, special site conditions, etc., should be at least $4.82 million (1986). A factor of $80 per square foot was used in the estimate.

5. The Seniors Centre at 4,500 square feet (418 square metres) can be accommodated in the park and should be a shared-use wing of the Community Centre under a separate budget (approximately $400,000).

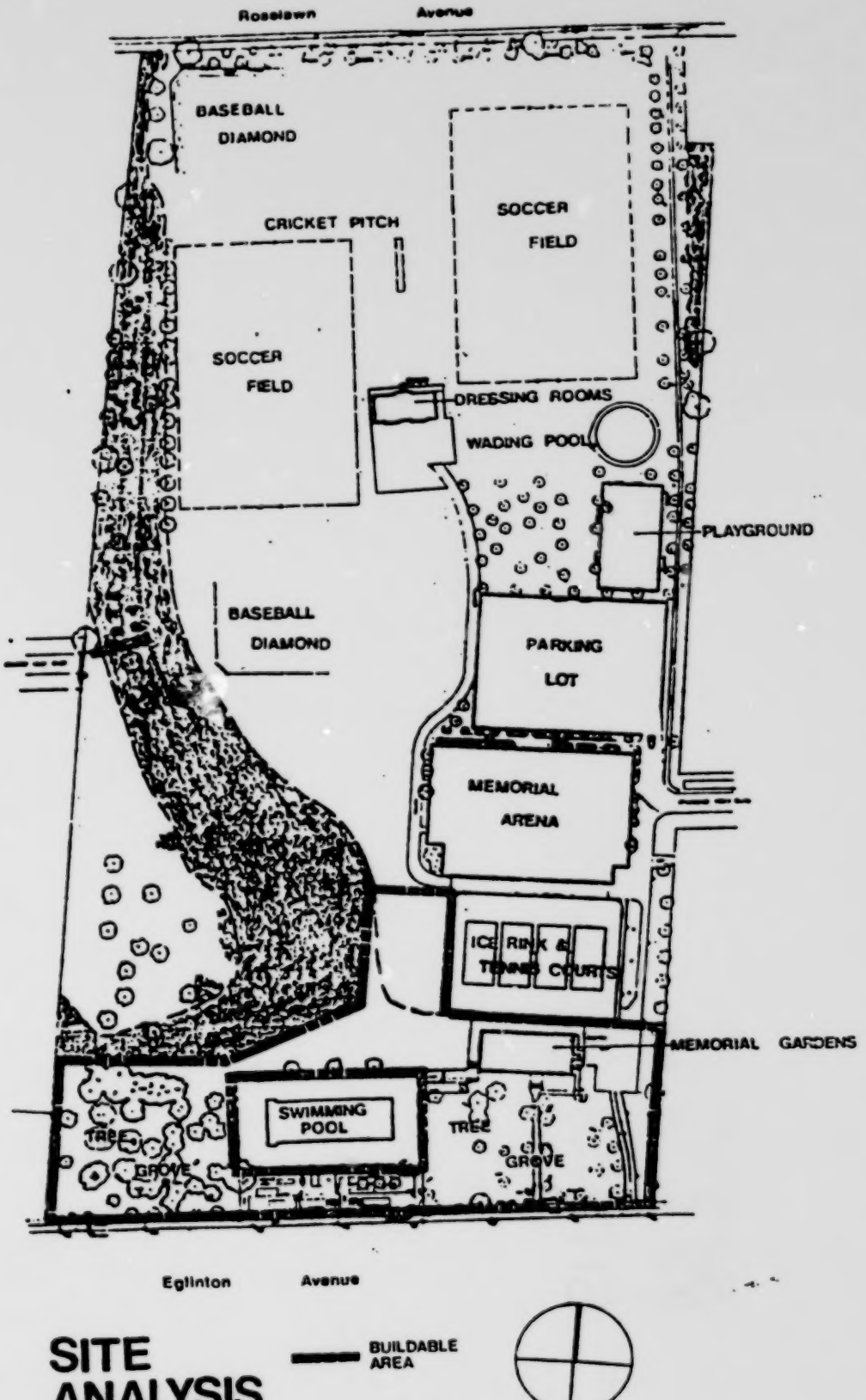
6. It is possible to put the proposed Day Care facility of 4,400 square feet (409 square metres) exclusive use adjunct to the Community Centre under a separate budget. However, this

element adds a tremendous degree of complexity to the overall design of the Community Centre and a high level of negative impact on the local community because of the careful siting required for drop-off/pick up, deliveries, proximity to grade, exclusive playground, potentially increased demand for parking, etc.

7. An architect should be selected by a limited design competition with input from this Sub-Committee.

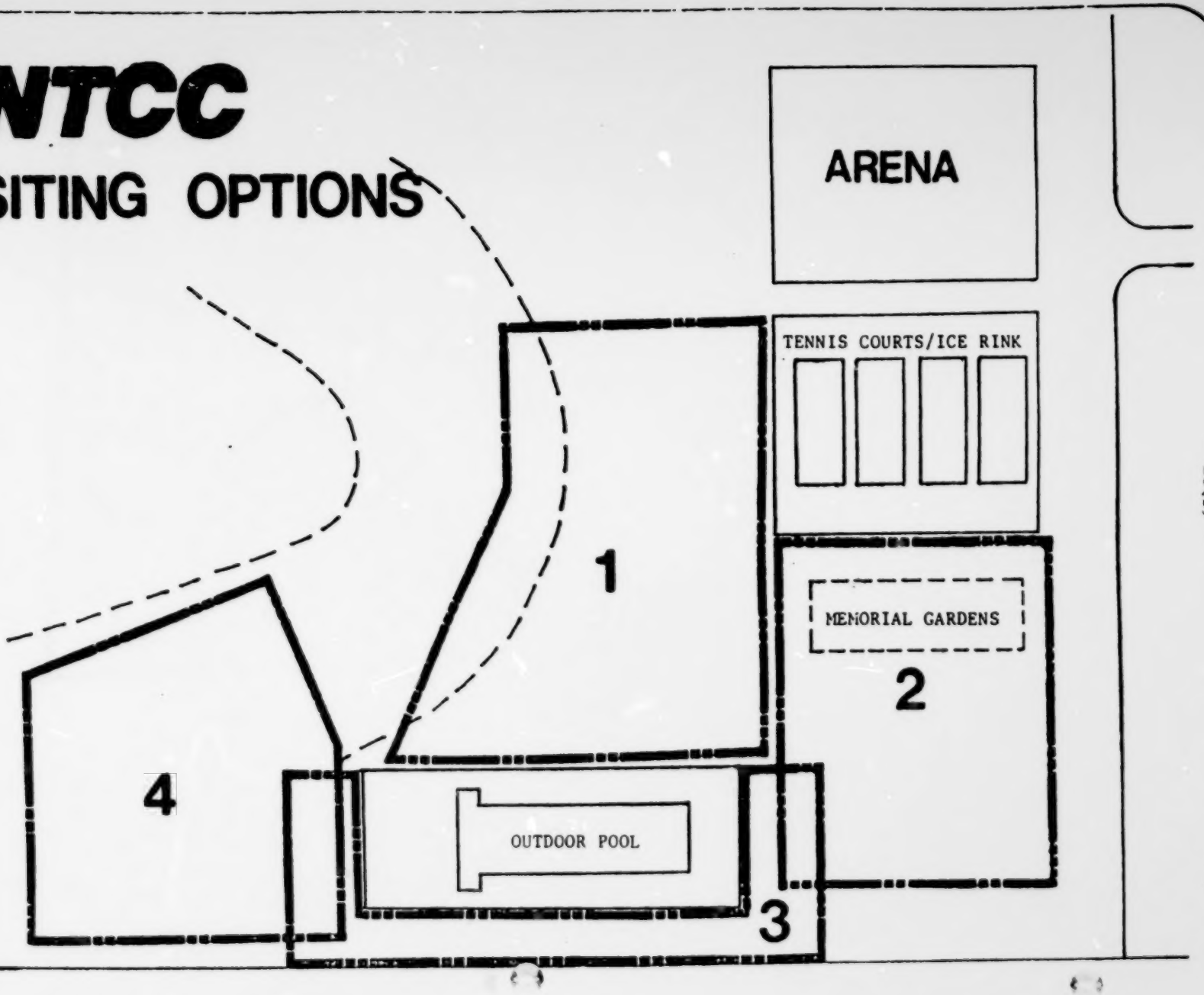
8. The schematic design, design development and working drawings of the selected architect will be reviewed by this Sub-Committee under its design audit function.

9. The existing parking lot north of the North Toronto Memorial Arena should not be expanded and should be controlled and supervised by the Parking Authority.


Rosslawn Avenue
BASEBALL DIAMOND
CRICKET PITCH
SOCCER FIELD
SOCCER FIELD
DRESSING ROOMS
WADING POOL
PLAYGROUND
BASEBALL DIAMOND
PARKING LOT
MEMORIAL ARENA
ICE RINK & TENNIS COURTS
MEMORIAL GARDENS
SWIMMING POOL
TREE GROVE
TREE GROVE
Eglinton Avenue
SITE ANALYSIS
BUILDABLE AREA

# NTCC

## SITING OPTIONS



## MANAGEMENT SUB-COMMITTEE REPORT

### Background

The Management Sub-Committee was charged with the responsibility of making recommendations to the Working Committee on the appropriate management/organizational model for the proposed Community Centre. This Committee was chaired by Freda Finley, a member of the Working Committee, with co-chairperson, Sally Perkins and consisted of eight local resident volunteers and representatives of local community agencies and support from staff of the Parks and Recreation Department and P.O.I.N.T.

It was the findings of the Sub-Committee that none of the management/organizational models studied completely fit the needs and requirements of the North Toronto community. It is the recommendation of this Sub-Committee that the Department of Parks and Recreation operate the proposed North Toronto Community Centre in co-operation and conjunction with a Citizens' Community Council which is to be created under this report.

### Activities of the Sub-Committee

The Sub-Committee established a work plan in relation to the work of the Building and Site and Programme Sub-Committees, which included:

1. The identification and review of potential management/organizational models available to the community;

2. The review of priorities of the Building and Site and Programme Sub-Committees;

3. Interviews with representatives of various agencies, Advisory Councils and Management Boards; and

4. Discussions with representatives of the Programme and the Site and Building Sub-Committees.

The purpose of the research was to become familiar with the various management/organizational models currently in use in the City of Toronto; to identify the strengths and weaknesses of each model studied and to reflect the findings of the Programme and the Building and Site Sub-Committees.

### Management/Organizational Guiding Principles

The Sub-Committee recognized the need to provide the proposed North Toronto Community Centre with a management model that incorporated the following principles:

1. Provides sufficient flexibility for the identifiable and expressed recreational needs of North Toronto in a cost effective and responsive manner;

2. Facilitates and supports appropriate community service and social service programmes;

3. Provides a range of programmes which are not confined solely to sports and physical recreation but includes artistic, cultural, social, intellectual, educational and neighbourhood betterment activities;

4. Provides and encourages community involvement and input through active resident participation;

5. Maximizes the use of City resources; and

6. Recognizes the importance to work co-operatively and in co-ordination with existing and subsequent management and/or organizational structures in Eglinton Park as well as in the community at large, as they may affect the effectiveness of the proposed Community Centre.

The Management Model Selection Process:

The Sub-Committee gathered available information on T.A.N.S. (Toronto Association of Neighbourhood Settlement Houses), City of Toronto Boards of Management and Department of Parks and Recreation Advisory Councils. Attached as Appendix V is a table showing the principles of each of the above models.

The Sub-Committee felt that each model had something to offer; eg., T.A.N.S. provided management control with open fund raising capabilities; A.O.C.C. for its community and management flexibility; Arena Board for its independence and the cost effective manner in which it delivers its services; Advisory Councils for the comfort of working in conjunction with the Department of Parks and Recreation in offering good programming and its expertise in running Community Centres.

The Department of Parks and Recreation's Advisory Council model came closest to the Sub-Committee requirements, but it was felt that the term Advisory Council was perceived as being merely an advisory body and did not properly describe and reflect the active role which the Sub-Committee believes the North Toronto volunteer citizens group would be playing in the Community Centre. Furthermore, this model is not broad enough to allow the type of activities in programming (recreational and social service) and fund raising or involvement in staff hiring which were felt to be important. The Sub-Committee set about to develop a Citizens' Community Council model which incorporates the following priorities and recommendations which are felt to be critical:

Priorities

1. Community control;

2. Flexibility and responsiveness to community needs;

3. Assurance of ongoing reliable operational funding source, staffing, programming and maintenance of facilities;

4. Quality recreational core programming on a consistent basis, free of charge, with the flexibility to enhance same with specialized cost recovery programming;

5. Delivery of service to the community in a cost effective and responsible manner;

6. Ability to fund raise;

7. Provide access to community and social service activities;

8. Assurance of political viability and stability;

9. Assurance of conflict resolution which might arise with multi-management/organizational structures in Eglinton Park;

10. Satisfactory permitting of Eglinton Park in co-ordination with the community's needs;

11. Resolution of parking problems in Eglinton Park; and

12. Effective liaison with City Departments and agencies serving North Toronto.

Conclusions

The Sub-Committee also realized that a volunteer Citizens' Community Council as is contemplated for the Community Centre would not have the expertise or time to attend to the day to day requirements of running a large, complex, multi-faceted, first class Community Centre.

It, therefore, felt that the Department of Parks and Recreation would be best suited to operate the Community Centre in conjunction and co-operation with the active role which it sees the volunteer citizens group playing. The Advisory Council model would have to be amended to incorporate the above listed priorities and at the same time, have the flexibility and ability to:

1. Offer long term permitting in the Community Centre;

2. Offer and co-ordinate exclusive users in the facility;

3. Offer free and where required cost recovery recreational and community service programming;

4. Hire (or at the least, have an active voice in the hiring of) staff;

5. Creation of a Citizens' Community Council;

6. Right to structure its own Citizens' Community Council to suit its own requirements;

7. Deal with the fragmentation of the management structures in Eglinton Park with a formal review after two years; and to

8. Deal with parking in Eglinton Park.

Rationale for Conclusions

Long Term Permitting

The Sub-Committee is generally in agreement and accepts the City of Toronto's "Priority for Use of Space within Recreation Centres" policy. It feels that while this policy recognizes regular ongoing users of space in Recreation Centres, it fails to give the comfort of tenure to information service agencies which operate on a year round basis which could be housed in the Community Centre. Provision should, therefore, be made to allow long term (12 months minimum) permitting to information service agencies on the following conditions:

1. That agencies being considered be able to show that they are well established, not for profit, community agencies located in and serving the North Toronto community;

2. That agencies being considered offer year round service to the North Toronto community.

3. That the services or programmes offered by these agencies be of benefit to the community; and

4. That the Citizens' Community Council and the Department of Parks and Recreation, approve any agency prior to locating in the Community Centre.

Exclusive Use Areas

Given the recommendations for a Seniors Centre and a Day Care Centre, provisions for the exclusive use of these areas is to be determined by the seniors and the legislated Day Care requirements. Determination of exclusive use and reciprocal use of space for compatible community programmes is subject to the legal agreement, terms and conditions agreed to by the Licenced

Day Care Operator and Donald S. Cameron Foundation with the City. The plant operation for the building as a whole would be the responsibility of the Department of Parks and Recreation. The exclusive users would also want to be assured that their stay in the Community Centre would be a long and stable one, subject to the following conditions:

1. Satisfactory maintenance arrangements and cost agreements are arrived at; and

2. There is no conflict in staffing arrangements between the Community Centre and the users of exclusive areas.

Programming - Free and Cost Recovery

The Sub-Committee felt that in view of the findings identified in the Needs Assessment Report and the findings of the Programme Sub-Committee, that the Department of Parks and Recreation will offer its standard high quality core programming to the community free of charge. However, the Sub-Committee recognized that there could be a need to enhance the Department of Parks and Recreation's programmes. The Sub-Committee sees that with the prior approval of the Citizens' Community Council, additional programmes could be offered to the community by other groups on a cost recovery basis.

Programmes offered on a cost recovery basis should be defined as follows:

1. Programmes or workshops offered at cost recovery fees only and not for commercial or other profit; and

2. Additional specialized programming which complements and enhances the free programming and does not replace same.

Hiring Policy - Community Centre Staff

While the Sub-Committee recognizes that community involvement into the hiring process is prohibited by the current union agreement, the Sub-Committee strongly recommends that this be renegotiated in the next union contract. The purpose of this recommendation is to make the Citizens' Community Council a part of the consultation process for the selection of suitable staff.

Citizens' Community Council

The Sub-Committee felt that representation on the Citizens' Community Council should be comprised of approximately 12 - 15 members as follows:

1. Pending confirmation, one representative from each of the following exclusive use areas:

- Seniors Centre;

- Day Care Centre;

2. One representative from the North Toronto Memorial Gardens Arena Board;

3. Remaining members to include North Toronto residents, user groups, permit groups, etc.; and

4 Ex-officio status to the four Aldermen from Wards 10 and 11.

The majority of the members must, at all times, come from the residents group and not be part of any "special interest group".

Fragmentation of Site

The Sub-Committee is aware that with the operation of the Community Centre, there will be many different groups operating various parts of Eglinton Park - Department of Parks and Recreation (Recreational Facilities) in conjunction with the Citizens' Community Council operating the Community Centre, North Toronto Memorial Gardens Arena Board, management for the Senior Wellness Centre, and management for the Day Care Centre. The Sub-Committee would be remiss in not pointing out that this fragmentation of management could result in conflict. The Sub-Committee realizes that it will be difficult to consolidate the management of all of these areas at the outset. It is, therefore, recommending that the separate management structures be allowed to operate for two years after the opening of the Community Centre and that the City, in conjunction with the Department of Parks and Recreation and the Citizens' Community Council, conduct a formal review of the situation immediately after the two year period has elapsed.

Parking in Eglinton Park

With regards to the outside parking lot, the Sub-Committee recognizes that the final decision on the responsibility for managing any and all parking in Eglinton Park will be deferred until after the recently formed Citizens Impact Study Group submits its report to City Council.

Costing

As part of the proposal, the following is a three year estimated operational cost requirement to the City based on comparisons with existing Recreation/Community Centres operated by the Department of Parks and Recreation and the extensive recreational/community services programme package that is being recommended. Cost estimate is based on 1986 figures.

## Description of New Request

## Proposed Community Centre in North Toronto

| COST DATA BY FEATURES OF EXPENSE | | 1989 | 1990 | 1991 |
|---|---|---|---|---|
| 110 | Salaries & Wages (permanent) | $262,389 | $262,389 | $262,389 |
| 120 | Salaries & Wages (temporary) | 125,381 | 125,381 | 125,381 |
| 200 | Fringe Benefits | 64,760 | 64,760 | 64,760 |
| 300 | Material and Supplies | 15,000 | 15,000 | 15,000 |
| 400* | Equipment | *69,875 | 0 | 0 |
| 600 | Purchase of Service | 1,000 | 1,000 | 1,000 |
| | TOTAL: | $538,405 | $468,530 | $468,530 |

*Capital equipment cost - This item is based on non-recurring capital expenditures for equipment and furnishings.

Building engergy costs to provide heating, lighting and water is estimated at $50,000 annually based on 1985 dollars.

# APPENDICES

## APPENDIX I

## ADDING LIFE TO YEARS: A SENIORS' CENTRE IN NORTH TORONTO - PROPOSAL TO CITY COUNCIL

Recommendation 1 - That City Council endorse the inclusion of a Seniors' Centre, as described herein, as an integral but separate component of the North Toronto Community Centre.

Recommendation 2 - That City Council enter into a legal agreement with the Donald S. Cameron Foundation for the provision by the Foundation of capital funds for construction of the Seniors' Centre area.

Recommendation 3 - That the Commissioner of Parks and Recreation negotiate a shared use agreement with the Donald S. Cameron Foundation which will include but not be limited to such items as maintenance, energy and sharing of space.

Recommendation 4 - That City Council endorse the principle of allocating necessary administrative and professional support to the Seniors' Centre and that the appropriate officials report back on the details of the support.

Recommendation 5 - That City Council endorse the principle of a management structure for the Seniors' Centre which ensures maximum participation in decision making by the older adults of North Toronto and that the Commissioner of Parks and Recreation report back on the details of the management structure.

### Background Information

When we speak of the Seniors' Centre, we are talking about a multi-purpose facility that balances recreational programming with supportive and developmental services; that is strongly connected to existing local programmes and organizations, and that is planned and directed by older people.

The recognition that the welfare of the total community is dependent on the well being of all its citizens as well as the awareness of the many gaps in services for older people has led to the development of the Seniors' Centre Proposal as part of the new North Toronto Community Centre in Eglinton Park.

One of the more dramatic characteristics of North Toronto is its high proportion of seniors. The area north of Bloor and east of Bathurst has 16.6% of the population over age 65 (1981 Census) which is considerably more than the Ontario average of 10.1% or the City of Toronto as a whole with 12.5%. Figure 1 illustrates this demographic make-up with several census tracts in the 15-20% range and some with over 20% of people aged 65 plus. Furthermore,

demographic projections suggest that the proportion of seniors will likely increase to 20% by 1991. This would be higher if "seniors" were defined so as to include those 55 and over, as is the case in many seniors' programmes.

Despite this large and growing proportion of older adults in North Toronto, there is no single Centre dedicated solely and full-time to their recreation, health and social service needs.

## A SENIORS' CENTRE

Based on the demographic shift and the fragmentation of programmes and services for seniors in the area, it is timely for the City of Toronto to provide a Centre which ensures a holistic, co-ordinated and comprehensive approach. The North Toronto Community Centre Working Committee, in conjunction with the Donald S. Cameron Foundation, the City of Toronto Department of Parks and Recreation, and the Northern Health Area of the City of Toronto Department of Public Health, is taking a leadership role in proposing that a multi-purpose Centre for seniors be an integral part of the North Toronto Community Centre. This direction was affirmed during consultations with local community agencies such as the Second Mile Club, COTA, (Community Occupational Therapy Associates), S.A.I.N.T.S. (Student Assistance in North Toronto for Seniors) and S.P.R.I.N.T. (Seniors Peoples Resources in North Toronto).

The Seniors' Centre would operate as a separate unit, integrated into the large complex and would be a well rounded source of recreation, health promotion and services including a co-ordinated information system. The goal of the Centre would be:

- to enhance quality of life and well being; and
- to promote participation in the community and independent living.

The objectives of the programmes in order to accomplish these goals are:

- to promote optimal physical and mental well being;
- to ensure access to recreation opportunities, health and social services;
- to provide opportunities for meaningful social interaction and community involvement; and

- to provide an opportunity for seniors to discuss and be involved in issues affecting the quality of life.

Facility Description

The entrance to the Seniors' Centre will be from the main lobby of the Community Centre. The proposed 4,500 square feet is for the exclusive use of seniors, except for negotiated shared use at non-programme hours.

The space allotment is currently as follows with dimensions subject to layout efficiencies and eventual construction costs:

- Large multi-purpose room, divisable into two or three sections; 1200 - 1500 sq. ft.;
- Small programme/meeting room; 300 - 400 sq. ft.;
- Two health/counselling rooms; total 300 - 400 sq. ft., comfortably furnished;
- Dining room - 500 sq. ft. (Presumably able to be opened up onto large multi-purpose room for banquets);
- Demonstration, residential scale and equipped kitchen (potentially in dining room);
- Office adjacent to reception/entrance area for Secretary and Director; 230 sq. ft.;
- Reception/entry area; 250 sq. ft.;
- Two washrooms; 200 sq. ft.; and
- Storage; 100 sq. ft. to accommodate large equipment (eg., tables, audiovisual equipment, craft materials, gym equipment).

This entire area should be air-conditioned. As well, it is vital that the Seniors' Centre be fully accessible to people who have mobility, hearing and visual impairments.

## PROGRAMMING/SERVICES

The programmes, services and other initiatives of this Centre will be determined by the priorities and interests of older adults and the Centre's Management Board comprised mostly of people aged 60 and over. The goal and key to success for the Centre is senior

control of programming within the limitations of available resources.

Three successful and innovative models which inspired programmes for this Centre are:

a) The Bernard Betel Centre for Creative Living in North York directed by Ms. Rhea Shulman;

b) The "Be Well" Programme in Vancouver organized by Dr. Nancy Nelson; and

c) The Waxter Centre in Baltimore.

The programmes and activities can be categorized into two main groups (which are not mutually exclusive):

I Recreation/Health Promotion - programmes which optimize well being and quality of life in group settings.

II Basic Health Services and Counselling - one to one services provided mostly by professionals.

## I Recreation/Health Promotion

The proposed programmes would stress self-help, mutual support, social interaction and caring.

Specific programme elements would likely be:

### 1) Physical Programmes

The emphasis is on physical renewal through individual and group fitness activities such as:

- Yoga
- Tai Chi
- Sports
- Fitness classes
- Dancercise
- Aquatic programmes such as aqua exercise, Learn to Swim and distance swimming.

### 2) Creative Programmes

Creative expression and skill development for the individual is the emphasis in this programme category with programmes such as:

- Creative arts
- Oil painting
- Ceramics

- Pottery
- Dressmaking
- Specialty crafts

3) Social Events

These would likely include special interest clubs, travel, celebration of holidays and other occasions, performing arts, outings (eg., theatre galleries, outdoor events), dances and parties. Social activities contribute to intellectual and self-actualization goals as well as facilitating fun and friendships.

Research literature suggests that there are positive physiological benefits to physical and mental health of older people from socializing, creative expression and moderate exercise; eg.,

- A sense of belonging and acceptance;
- More energy, enjoyment and zest for life;
- Reduced incidence of osteoporosis; and
- Improved mobility and less chance of falls.

4) Nutrition

The planned facilities (large kitchen in the North Toronto Community Centre, a smaller kitchen in the Seniors' Centre, dining area/cafeteria and garden) will offer:

- Affordable nutritious meals and snacks;
- Social incentives for healthy eating patterns;
- Education about dietary requirements; and
- Information and practice with menu planning, shopping and food preparation.

This Centre will likely result in older people preparing healthy low cost meals in their own homes.

5) Education

The Seniors' Centre will offer an educational framework in which to unite recreation, nutrition, social action and health care. Its format includes setting personal goals towards optimal well being, positive thinking, nutrition, fitness/exercise, relaxation and stress

management, safe medication use with an emphasis on alternatives to drugs and environmental protection such as the risks of a chemical society, radiation and an urban environment.

The educational programmes could include:

- Peer teaching;
- Discussion groups for consciousness raising and problem solving;
- Public education forums; and
- Health fairs.

There could be outreach education to community people geared to dispelling myths about aging, supporting caretakers of people with Alzheimers Disease and pre-retirement planning.

There is potential for leadership development in all activities.

II Basic Health Care Services and Counselling/Assistance

Several basic health care and counselling services are envisioned such as:

1. Health Care Services

- Podiatry/chiropody;
- Dental health education;
- Monitoring for hypertension; and
- Hearing assessment, hearing aid repair.

All of the above services would entail assessment and referrals to specialized treatment services as necessary. Communication with family physicians and consents are questions for further consideration.

2. Counselling/Assistance

- Counselling related to illness management;
- Stress management techniques;
- Personal, marital and family counselling;

- Leisure counselling; and

- Help with applications (eg., Wheel Trans, Housing and benefits).

In concluding a description of programming at the "Seniors' Centre", there are two major dimensions to emphasize:

1) Volunteer potential is high in North Toronto and is a key to success. This Seniors' Centre could utilize hundreds of volunteers with a Co-ordinator to train, place and supervise. For example, volunteers could be utilized in programmes such as:

    - Recreation outreach; i.e., dial a craft, leisure counselling in the home; and
    - Education programmes.

2) The inclusion of frail and ill people into programmes is desirable as far as resources allow. Many creative means to tailor programmes to specific needs should be pursued in order to broaden accessibility.

Funding

1. Capital Funds

The Donald S. Cameron Foundation has committed to provide funds up to $400,000.00 for the construction and furnishing of the Seniors' Centre.

2. Operating Funds

The Department of Parks and Recreation will request funds in its Operating Budget for the Community Centre to enable the Department to maintain the Seniors' Centre. This would include the provision of caretaking staff, materials and supplies and heat, light and power.

In exchange for the Department providing this service, the Donald S. Cameron Foundation will enter into a shared use agreement with the City whereby community members will have access to the Seniors' Centre during non-programme time. Programme staff will be provided by the Second Mile Club, the Department of Public Health and the Department of Parks and Recreation. The Northern Health Area, Department of Public Health presently provides staff to meet programming needs identified by seniors; eg., nutrition, stress, specific diseases, safe use of drugs, dental health education and evironmental health. It is envisaged that the existing staff of the Department of Public Health will be able to provide services to the Seniors' Centre.

The Second Mile Club has committed to provide one staff person for the Centre. At the present time, the exact role for this individual has yet to be developed. However, it has been agreed between the two City Departments and the Second Mile Club that there will be a co-ordinated approach to programming and dependent upon the needs of the seniors, the most appropriate body will provide the staff for a particular programme or activity.

The Department of Parks and Recreation will request funds to provide staff for this facility. Again, the details of this arrangement have yet to be finalized; however, minimally, it will require Recreation programming staff to be available to the Centre and at most, may require the addition of a Co-ordinator for this facility.

It is the intent of the Donald S. Cameron Foundation to raise funds in a sufficient amount to cover the cost of the first year's Operating Budget. This would include the provision of a Co-ordinator position. However, if this is not possible, the Parks and Recreation Department would take on this responsibility.

Grants

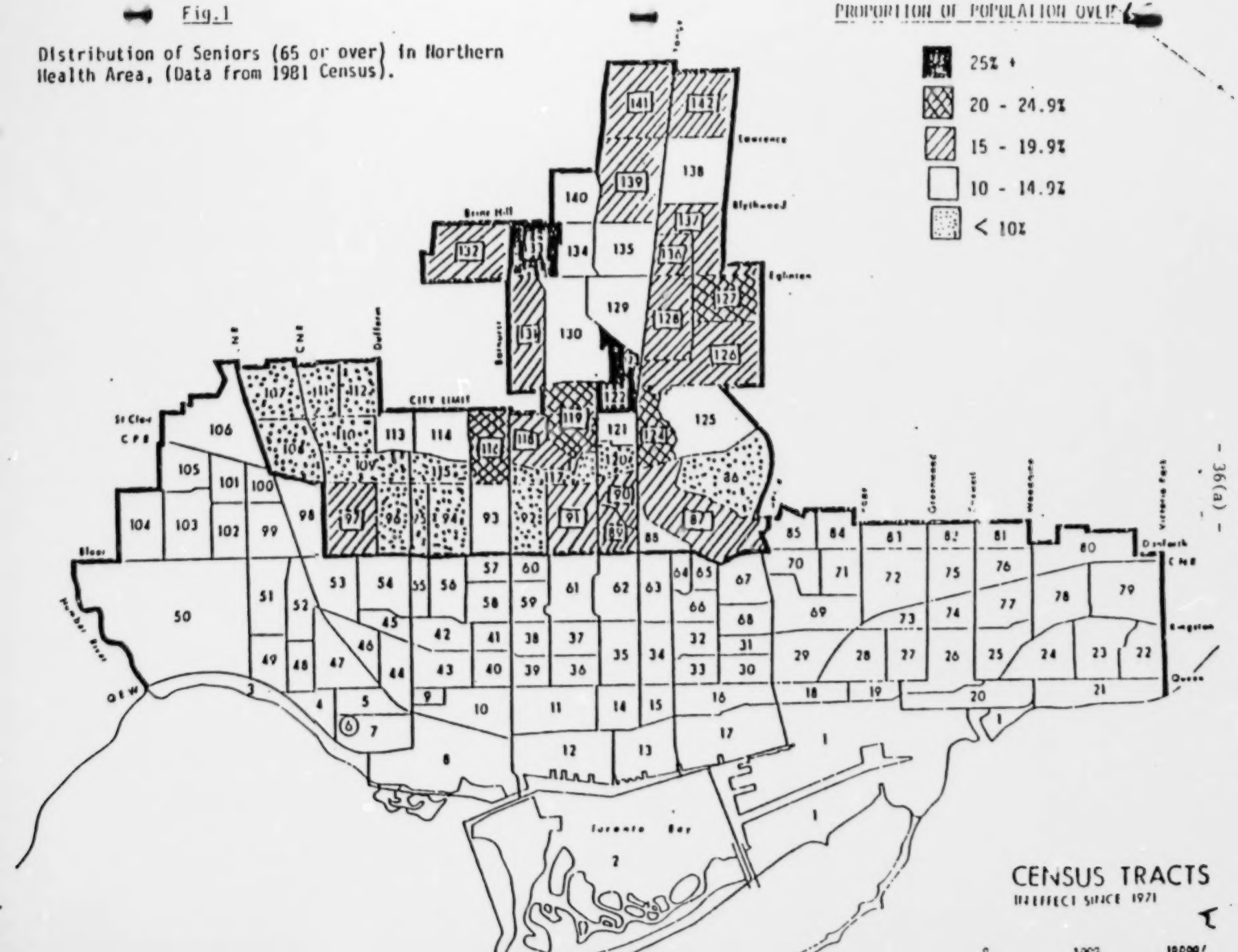
The Centre will make extensive use of Grants which are available from the various levels of Government. Metro Community Services has a programme whereby it would fund 20% of the cost of operating this facility. The Ministry of Community and Social Services, under its programme, could fund up to 50% of the operating costs of the facility. It is a possibility that the Centre could be designated as an Elderly Persons' Centre; however, at the present time, this programme has been capped and is not available for this purpose. The New Horizons Programme of the Federal Government will be accessed for the provision of furnishings and equipment. The Provincial Ministry of Health and the Federal Government have programmes available that could be accessed as well.

Management Structure

It is intended that this facility be operated by an incorporated Board. It is important that the Board be incorporated in order that the various Grant funds be accessible. The exact structure of the Board has yet to be finalized; however, it would consist of a representative of the Foundation, the Department of Public Health, the Department of Parks and Recreation, several seniors and community representatives. It is the desire of all who have been involved in the process for developing this proposal that the seniors play an extremely strong role in the operation of the Centre and that it be, in fact, seniors directed.

Fig.1

Distribution of Seniors (65 or over) in Northern Health Area, (Data from 1981 Census).



## APPENDIX II

## A Daycare Centre in the North Toronto Community Centre

### Introduction

Toronto City Council has undertaken a variety of progressive initiatives over the last decade related to daycare. Under its Neighbourhood Improvement Programme areas, it has given grants to renovate facilities for daycare use. With Metro, it has developed at arms-length an employees daycare centre at City Hall. It has on its books plans to build a joint school/community centre facility in the St. Lawrence neighbourhood including a daycare centre. It provides a fund of $1.0 million per year to assist daycare centres in paying reasonable salaries without major increases to fees.

The North Toronto Community Centre Working Committee recommends that Council include provisions for a 49 space licensed non-profit daycare centre in its plans for this facility. Further, 1) that Council resolve that construction and provision of exclusive use space for a daycare centre as part of this City-owned facility is in the municipal interest; 2) that provision be made in the capital budget allocation for this project for an additional $352,000 (1986 dollars) as the estimated cost for construction of the required daycare facilities; and 3) that the North Toronto Community Centre Working Committee be mandated, as set-out below, to develop and implement a proposal call to select an operator for the daycare centre in conjunction with the appropriate City officials.

This proposal would complete the City's involvement in supporting a quality daycare system.. Council would then also have solid practical experience for lobbying for systematic Federal/Provincial funding for all daycare costs.

### Programme and Space

In terms of programming, the optimum mix is 10 infants (0-18 months), 15 toddlers (18 months to 2 1/2 years) and 24 pre-schoolers (2 1/2 - 5 years). This is the best grouping for a modest sized daycare that works economically when infants are included. Ten infants would be a 33% increase over the current supply. In total, the Provincial standards would require 4,400 sq.ft. of programme space. This would be for the exclusive use of the provider weekdays 6:00 A.M. to 7:00 P.M. Roughly 700 sq.ft. might be used for compatible community programmes evenings and weekends. This total represents roughly a 7% increase over the

total core centre space. As well, the provider would need access to the kitchen for lunch and snack preparation and the staffroom as a lounge for workers. An outdoor, fenced play area of 3,000 sq.ft. adjacent to the centre is requred; this playground would be available for community use after daycare hours.

Operating responsibility

As the City cannot directly operate a daycare centre, the operator would need to be an independent organization. Presumed selection criteria to be used in a proposal call for potential service providers might include:

* non-profit status;

* community-based with a board of directors consisting of a mix of user parents and local residents;

* familiarity with the North Toronto community;

* ability to present a clear philosphy of care and programmes developed from that philosphy;

* presentation of a proforma business plan including fee structure, schedule of salaries and own fundraising capacity; and

* interest in developing future programme extensions such as emergency and part-time care and supervised private home care.

The selection process, if this proposal is approved by Council, would be udertaken by a sub-committee of the Working Committee in consultation with relevant City departments.

Need

A universal comment in our fifteen outreach and deputation meetings during the Needs Assessment stage was the significant undersupply of quality licensed daycare for all ages but especially infant. In a September, 1985, survey of all daycare centres in the North Toronto area, all the existing centres were full. Waiting lists, where maintained and public, totalled 300, 50+ being requests for infant care. There are 315 spaces for children 0-5 in North Toronto and over 4,550 children in this age group (1981 census); this is roughly the average supply: demand ratio for the City as a whole. Quality, full time daycare is a concern for many single parents and families where both parents work.

Location

At our two public meetings, in October and January, local residents asked "Why here?" We believe there are three valid responses to this question. Firstly, we are not saying that this one new daycare centre will satisfy all the current demand for daycare in North Tornto. It is a further step towards this goal. As a location for daycare, Eglinton Park is central, easily accessible by transit and near to a number of other services and facilities for families. Secondly, inclusion in the North Toronto Community Centre provides a golden opportunity for savings both in immediate construction costs and for ongoing plant operations for the daycare. Access on a scheduled basis to the other centre facilities, such as the pool or craftsroom, represents a decided bonus in terms of programme quality and options for intergenerational contact.

Finally, we can state with a high degree of certainty that there are no good alternative sites available in our community.

The public school system has developed almost all if its junior and senior elementary schools for preschool and/or school age daycare. There is no or minimal expansion room at any of these sites. First call on Board space would be for school age care; we do not propose to accommodate this age group at this time. The separate school board has only two sites and has no room for daycare; in fact they have just turned away an operator needing space. Churches were reviewed by two daycare centres needing locations in 1983. No sites had room, were easily accessible and affordable to develop. The situation has just been reviewed again, and there are no churches currently prepared to lease over space on an excusive use basis. The Needs Assessment report stated that church space is already heavily booked. Conforming to Provincial standards is also a major barrier. Lastly, commercial sites were also looked at in 1983 and were all problematic as regards Provincial guidelines. Market rents were also a major barrier to such sites. Several recent developments were looked at for accommodating daycare with no success.

As recently as last November, a daycare centre forced to relocate was unable to find any available, accessible and affordable sites for its operation in all of North Toronto.

Funding

Programming costs will be the responsibility of the service provider and would likely be a covered by a mix of fee paying and subsidized children.

Equipment purchase and playground development costs could run to $50,000. Private fund-raising and funding from the Provincial Daycare Iniatives programme could cover these.

Construction costs are estimated to be $352,000 (1986). As there is no major capital costs contribution programme at any level of government, it is proposed that the City add to the budget allocation for the core centre for this purpose. This would be roughly a 7.5% increase over the core budget.

## APPENDIX III

| ROOM NAME/TYPE | DIMENSION | SPECIAL FEATURES | BUILT-IN EQUIPMENT | PROGRAMMES/ACTIVITIES | SPECIAL NOTES |
|---|---|---|---|---|---|
| 1. Gymnasium | Regulation size (high school basketball regulations) | - appropriate floor markings<br>- flooring with shock absorption qualities - ideally sprung wood.<br>- possible indoor running track suspended from ceiling above floor area - situated so as not to interfere with floor playing surface. | - large, lockable storage areas.<br>- solid dividing door (electrically operated, acoustically functional). | - basketball<br>volleyball<br>badminton (4)<br>tennis<br>floor hockey<br>gymnasium<br>dances<br>banquets<br>public meetings | - visual access to gym area from lobby<br>- connection to central kitchen area for serving<br>- access to changeroom/ shower facilities.<br>- use of portable stage elements rather than permanent. |
| 2. Pool | 25 metres 6-8lanes for length swimming.<br>adjacent wading pool for tots/ infants<br>- controlled heating, both pools<br>- ala Earlscourt or Scadding Court Centres | - diving area (alcove of main pool)<br>- deep end<br>- leisure areas not necessarily part of a rectangle<br>- steps into pool (for seniors, toddlers, disabled)<br>- sound-proofing in ceiling<br>- viewing gallery/glass wall on lobby or corridor | - chairs, tables<br>- plants<br>- pool lift<br>- ladders<br>- slide<br>- diving board<br>- storage areas<br>- sound system for synchronized swim | - recreational swimming<br>- Red Cross/RLSS lessons<br>- diving<br>- competitive swimming<br>- aquafit/aquabics<br>- parent and tot<br>- synchronized swim | - heatable.<br>- visual access to pool area from lobby.<br>- control office overlooking pool area with P.A. system<br>- moveable guard chairs - eliminates sun glare for lifeguards. |
| 3. Changerooms (off pool/ gym) - may be separate | | - separate floor level water access for caretaking purposes | - lockers<br>- hair dryers<br>- drinking fountain<br>- coat hooks<br>- mirrors<br>- outlets<br>- WCs and shovers | | - WC/shovers/change facilities must be accessible to the disabled. |

| ROOM NAME/TYPE | DIMENSION | SPECIAL FEATURES | BUILT-IN EQUIPMENT | PROGRAMMES/ACTIVITIES | SPECIAL NOTES |
|---|---|---|---|---|---|
| 4. Lobby | Open concept<br>- welcoming<br>- inviting<br>- 1600 sq. ft. | - access to kitchen or area for snacks, tuck shop items. | - casual seating capacity<br>- information office/desk 6'x9'<br>- tables/chairs/plants.<br>- display area for arts/crafts/trophies. Wall mounted & lockable, glass faced cases.<br>- info display area 10'x10'<br>- centre floorplan display wall mounted. | - reception area 60 sq.ft. with counter and phone<br>- information access<br>- art exhibits/demonstrations | - visual access to programme spaces, eg. pool, gym, courtyard.<br>- lobby should be focal point of Centre - inviting atmosphere.<br>- separated by entry by heated vestibule<br>- lighting appropriate for exhibits and displays<br>- centrally located. |
| 5. Kitchen | suitable for teaching purposes (10-15 persons) 900 sq.ft. Institutional scale | possible demonstration area<br>- large enough (double equipped?) for seniors and daycare lunch preparation | - commercial appliances<br>- large sink areas<br>- large amount of cupboard space<br>- wall and central counters | - cooking classes<br>Potential Users<br>- teaching<br>- seminars<br>- daycare<br>- permit groups<br>- staff<br>- seniors | - servery to cater to gym/multi-purpose areas and lobby if tuck shop |
| 6. Weight Room | suitable for 10-15 people to work out comfortably.<br>- high ceiling 10'.<br>- 1000-1250 sq.ft. | - exercise bikes<br>- mats<br>- rowing maching and nordic track<br>- free weights and racks<br>- storage area<br>- universal equipment<br>- semi private office for supervision and private testing/ counselling | - mirrors<br>- rubberized floor covering<br>- global/universal equipment stations<br>- humidity control/good ventilation | - weight training classes<br>- individual programme workouts.<br>- stretching exercises | - requires good ventilation.<br>- close to changeroom facilities and fitness room<br>- emergency call system from change rooms? |

- 40(b) -

| ROOM NAME/TYPE | DIMENSION | SPECIAL FEATURES | BUILT-IN EQUIPMENT | PROGRAMMES/ACTIVITIES | SPECIAL NOTES |
|---|---|---|---|---|---|
| 7. Fitness Room | suitable for classes of 25-50<br>2-2500 sq.ft. | - sprung wood floor<br>- mats<br>- folding partition from weight room?<br>- taped music system and back up | - mirrored walls (3)<br>- bars for ballet/jazz<br>- large storage area<br>- P.A. system<br>- water fountain (or in weight room)<br>- humidity control/ good ventilation | - aerobic classes<br>- stretching<br>- yoga<br>- ballet<br>- jazz<br>- potential meeting space<br>- martial arts<br>- pre-natal fitness | - good ventilation<br>- close to changeroom facilities<br>- tape deck and speaker, plus back up system<br>- close/joined to weight room |
| 8. Multi-purpose room | normal room height(9-10')<br>30'x90' sub-dividable into three 30'x30' rooms<br>- L-shaped option | | - sound-proof dividers<br>- sinks available-two ends<br>- storage in each section<br>- black out curtains | - dry crafts<br>- yoga<br>- seniors<br>- fitness<br>- meetings<br>- variety of programme uses<br>- social activities | - close to kitchen and washrooms<br>- portable coat racks<br>- chair and table storage room nearby |
| 9. Pre-School Room | 500-750 sq.ft. | - children's furnishings<br>- visual connection to lobby/hallway. | - sink<br>- change table<br>- cupboard space<br>- storage space | - children's programmes<br>- mom's 'n tots<br>- pre-natal classes | - close to child-sized washrooms or in room<br>- close to other programme areas; eg. fitness room, daycare centre. |
| 10. Staff Offices/ Workspace | i-Co-ordinators Office<br>ii-Rec.Instructors Office & casual staff close to Co-ordinator's<br>iii-Caretakers area<br>iv-point office space 250 sq. ft. +<br>v-common workroom/lounge 150 sq. ft. | | - lockable storage | | - (POINT) storage room; shared but separate locked cabinets.<br>-POINT office adjacent to lobby information area. |

40(c)

| ROOM NAME/TYPE | DIMENSION | SPECIAL FEATURES | BUILT-IN EQUIPMENT | PROGRAMMES/ACTIVITIES | SPECIAL NOTES |
|---|---|---|---|---|---|
| 11. Games Room | suitable to accommodate built-in equipment 1000-1200 sq. ft. | - durable construction materials; eg., painted block intead of drywall to reduce damage.<br>- 2/3 games area, 1/3 lounge | - billiard table<br>- table tennis<br>- shuffleboard<br>- table soccer<br>- tales for board games<br>- music equipment | - available to all age groups on scheduled basis. | - open seniors, parents of children in programme |
| 12. Craft Room | 960 sq. ft. | - good ventilation<br>- 2/3 clean crafts, 1/3 dirty crafts with kiln; semi-separate | - semi-permanent seating/ tables for teaching purposes. U-shaped or hollow square.<br>- large sinks with special craft drains<br>- storage areas - walls and under counters | - ceramics, pottery<br>- millinery, sewing, painting, kid's crafts | -prefer kiln area as part of dirty crafts area |
| 13. Storage Areas | lots throughout Centre<br>- large central room for big pieces<br>- lockable storage rooms divided for separate programme groups | | - Caretaker storage to include water access and slop sink.<br>- Other areas to include shelving | | |
| 14. Meeting Room | accommodate 20 people 30'x30' | - ideally permanently set up as boardroom<br>- available to community<br>- acoustic divider and two separate entries | - ceiling mounted movie screen, black out curtains<br>- blackboard | - meetings, seminars, homework room | - large number of wall outlets and telephone jacks for future computer applications |
| 15. Washrooms | - adult near meeting or multi-purpose rooms<br>- adaptable for pre-schoolers<br>near pre-school room | | | | |

| ROOM NAME/TYPE | DIMENSION | SPECIAL FEATURES | BUILT-IN EQUIPMENT | PROGRAMMES/ACTIVITIES | SPECIAL NOTES |
|---|---|---|---|---|---|
| Exterior | | | | | |
| Semi-private patio 500 sq.ft. | | - waist height planter box/ fence; paved; shaded; access to seniors centre & lobby, distant from daycare | | - fair weather social activity<br>- lunches | |
| Rooftop (future) | | - capacity to accommodate 2-4 platform tennis courts + jogging track - rubberized brick | | | |
| Entrance | | - clear signage visible from street<br>- ramping and fully accessible entry including automatic doors<br>- outside display area illuminated and lockable | | | |
| Daycare playground | 3000 sq.ft. | - drop-off area<br>- infant, toddler & pre-school climbing equipment | | | - close to parking lot |

(e)(iv)

General facility comments:

- o Windows on door and walls for visibility of programmes.
- o High, wide,well-lit hall with handrails.
- o Seating alcoves in hallways (optional).
- o Bright colours for halls and rooms, excepting seniors.
- o Interior ramps and/or elevator with delayed closing device.
- o Wide doorways for wheelchairs and equipment dollies.
- o Wide steps with textured and coloured edge markings.
- o Good ventilation throughout, special attention to pool, gym, weight and fitness rooms, craft room.
- o Air conditioning preferred

APPENDIX IV

LEARNING RESOURCES CENTRE

(666 Eglinton Avenue West)

The cultural panel of the Programme Sub-Committee held meetings with a number of cultural, arts and theatre groups to explore the possibilities of utilizing the former Learning Resources Centre (666 Eglinton Avenue West) for cultural and arts programming in North Toronto.

Currently located in the building are a number of groups offering cultural and arts programmes who have an understanding with the City that their presence in the facility will continue. The Sub-Committee has determined that a need exists in North Toronto for cultural and arts programming and that the facility provides an excellent opportunity for several of the arts disciplines to be offered in this location.

Recently, the City Property Department reported on renovations to this building outlining the development of the Buildings and Inspections Departmental Site Office at this facility. The report also indicates that the remaining space within the ground floor would be available to the Parks and Recreation Department.

The following recommendations concerning the facility have been developed by the Programme Sub-Committee:

1. That the Parks and Recreation Department continue to explore the possibilities of community arts and cultural programming at this facility.

2. That consideration be given to the research and findings of the Programme Sub-Committee prior to renovations taking place at this facility for community programmes.

3. That information on the research and findings of the Programme Sub-Committee be provided to the O.N.I.P. Area Steering Committee for discussion on improvements to the Bathurst/Eglinton area.

4. That discussions be held with the Toronto Library Board to gain community access to the auditorium for Theatre Arts programmes.

## APPENDIX V - MODEL PRINCIPLES

| FEATURES | TANS | AOCC | PARKS & RECREATION/ADVISORY COUNC. |
|---|---|---|---|
| 1. Operational funding sources (Prog. Staff, Minist.) | Gov't. Grants City<br>United Way<br>Fee for Service<br>Donations | City/Budget Review | City |
| 2. Fund raising requirements | Comprehensive - donations<br>- grants | Minimal | Optional |
| 3. Programme components | Social Service Agency with multi-service programmes.<br>Community Development | Community Service Centre<br>Leisure<br>Social Service<br>Permit Use<br>Community Development | Recreation/Leisure<br>- sports, fitness, artistic, intellectual/educational programmes.<br>Social service through permit<br>Community Development. |
| 4. Report to | Volunteer Board with full responsibility - justify to funders. | City Budget Review/<br>City Council | Parks and Recreation Dept./<br>City Council |
| 5. Staffing | Social Service *Administration<br>Through ) Recreational<br>Grants ) Cultural<br>) Community Development | Core Administration Staff<br>*Also some prog. supervision depending on Centre. | Recreation Co-ordinators (Administration)<br>Programme specialists (casual st<br>Full-time recreationists<br>Caretaking (maintenance staff) |
| 6. User fee | Yes - also membership | Yes - also membership | No user fee |
| 7. Volunteer time necessary | Massive | Moderate | Minimal - moderate |
| 8. Community control programme responsiveness | Policy<br>Programme<br>Full budget<br>Complete through Board<br>Community development through staff | Policy<br>Permits<br>Programme<br>Administration<br>Total through Board<br>Community development through staff | Programme development and assessment<br>Permits<br>Future planning<br>Cas. staffing/budget<br>Advisory Board: Responsibility in consultation with staff i.e., programme development and approval<br>Casual staffing/budget approvals<br>Permit approvals<br>Future plg. - new initiations<br>Community development through staff |
| 9. Political viability | Good organizational structure for large social service agency | Questionable?<br>Board politically active.<br>Can be a detriment.<br>Funding at times can be questioned. | A.C. working in partnership with City Dept. (Recreation)<br>Politically sound and acceptable.<br>Funding source part of Department budget. |
| 10. Liability | Board responsibility | Questionable<br>City responsibility? | City responsibility |